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10 September 1958

MEMORANDUM FOR: Chief, Intelligence School

SUBJECT : Weekly Report No. 36
3 - 9 September 1958

1. Basic Supervision

Basic Supervision #43 (GS-9-11) began on 8 September with 18 members enrolled. One member is from the [redacted] of OO/Contact. An unusual aspect of the enrollment is that four of the students are GS-8.

The third film in our Supervision Series was shown to the students on 9 September. Mr. [redacted] attended the showing and the subsequent discussion. Inasmuch as this film had not previously been shown to a student group, we are particularly interested in the reactions as compared with those generated by the first two films which were shown during Basic Supervision #42. We have concluded that the third film will be of limited usefulness because of its rather narrow scope and its style. (In this film the actors do not speak; a narrator provides the story line as the film progresses.) While we have no doubt that the film serves a purpose, we feel at this time that it will not be applicable for all supervision courses.

2. Basic Management

Basic Management #46, scheduled to begin 22 September, is ready for presentation. This course will contain three new items which we believe will become permanent parts of the course:

- (a) The "In-Basket Problem" with which we experimented in August will, we hope, become the highlight of the course.
- (b) In the section of the course devoted to formal and informal organization, we plan to rely heavily on portions of the book Personality and Organization by Chris Argyris. We feel that this is the most lucid description of complex conceptual relationships which has been published for quite a while.
- (c) The films produced for Basic Supervision will be shown in Basic Management in an effort to determine their applicability to that course, and their acceptance by the students.

Good reading - will be delighted to send a copy if interested.

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3. Management (Special)

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On Thursday, 4 September, Messrs. [] met with Mr. [] of SR Division to discuss the SR request for a Management (Special) to be held during the Fall. The dates agreed upon are 27 October - 7 November. SR is again reluctant to ask people to leave the headquarters area for a week; therefore, the course will be given over a two-week period, mornings only, in a room to be provided by SR. The formal request from the C/SR to the DTR will be forthcoming shortly.

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4. General

External Training. In a letter dated 22 May, the Inspector General, Lyman Kirkpatrick, suggested that we take a look at a course entitled "Top Management Seminar" given by Army Ordnance, at Rock Island, Illinois, with a view to determining its suitability as a seminar for top management personnel in CIA. Dr. [] is now attending that course, which runs from 8-19 September.

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Film Projects.

(1) As a result of comments and observations from the specially-selected group of ex-students who viewed the first two films during the month of August, we are going to prepare a pre-film written briefing to accompany the film "DVI/B." A briefing of this nature was used with the film "George! George!" and a significant number of students indicated that the briefing adds tremendously to the viewer's comprehension of the film—and ability to discuss meaningfully the problems portrayed.

(2) We have mentioned to [] from time to time that we will probably request the preparation of the script for a film to be used in connection with Basic Management subject matter. On Tuesday, 9 September, Mr. [] again discussed this possibility with Mr. [] and learned that in spite of his present heavy schedule, Mr. [] will be able to hold initial discussions on a Management film script whenever we are ready. We will probably be able to begin work with Mr. [] sometime in October. As a matter of interest, the weekly reports of the Management Training Faculty indicate that the basic material from which the scripts were developed was sent to Mr. [] during the first week in February of this year. Two of the finished films were shown to the students on 25 July. The fact that the various steps in the writing of the scripts and the production of the films were completed according to schedule, in spite of higher priority requirements, is a tribute to the flexibility of the operations of the Film Branch. Whether we will be so fortunate with the production of a Management film remains to be seen. At any rate, we cannot realistically anticipate being able to show our own Management film to a regular class before April at the earliest.

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Workshop Project.

The "Command Post Exercise", which has been thought about and discussed periodically for several years, may become a reality in about six months or so. Thanks to [redacted], we now have the basic material which is used by the University of Chicago to conduct their highly-regarded Workshop, which is an integral part of the Summer Program in Executive Development for Federal Administrators. The seven Agency employees who participated in the Workshops presented during the month of August, feel that this technique is valuable and instructive, and that OTR might well consider developing and presenting a similar exercise. We shall begin preliminary discussions concerning the feasibility of this project next week.

Miscellaneous.

Mr. [redacted] was invited by [redacted], A&E staff, to attend a panel discussion during the recent American Psychological Association Convention. The subject for discussion was "Management Selection Research".

On Tuesday, 9 September, Mr. [redacted] met with the Agency personnel who attended the University of Chicago's programs during the month of August. The purpose of the meeting was to discuss the points which we want to include in a jointly-prepared report of these programs.

[redacted]
Chief, Management Training Faculty

Right now the Chicago program is the most thorough & sophisticated mgt. trng. for government middle managers available anywhere. This exercise is a major asset - we intend adoption.

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